HFS creates hospitality post for Russell

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chairs," Snodgrass said. "When you grow like this, you continuously need an infrastructure that supports size and complexities of such an organization. There is enough size and activity to more than justify creating this hospitality division."

Snodgrass added that with 18 executives reporting to him, including the nine hotel brand presidents, he felt that he wasn't as accessible as he could have been as a sounding board.

"Having John [Russell] in this position will help provide the depth of management to get HFS resources to those who need them," Snodgrass added.

Snodgrass will continue to provide support to all brands and also will work on continued acquisitions for HFS. A total of 10 people will now be directly reporting to him.

"In this new position, we want to be able to look at more marketing opportunities and partnerships for our hotels," Russell said. "We also want to provide more value to each brand and be a little clearer on defining what each brand stands for. This is particularly important for a company that has nine different brands."

The roles of the nine hotel brand presidents will remain the same.

Since October 1995, Russell has served as executive vice president of franchise sales for HFS's newly acquired Century 21 Real Estate Corp. Before that, he was president of the Days Inn franchise system for three years. Joseph Kane has taken his place at Days. Jeff Williams, formerly senior vice president of franchise sales for Choice Hotels International, recently left that company and was named Russell's successor at Century 21.

In keeping with its philosophy, HFS will continue to promote its brands individually, with each brand retaining its identity through separate marketing and operations programs. The roles of the nine hotel brand presidents also will remain the same, according to an HFS statement. They will continue to set brand strategies for growth and sales, including the design and implementation of marketing programs and franchisee support.

HFS has more than 3,000 hotel properties, and more than 8,600 Century 21 and ERA franchised offices worldwide. H&MM

Choice changes strategy after spinoff

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and will continue to be the testing ground for new concepts, both in lodging, in general, and in f&b operations. Both Sleep Inns and MainStay were launched at Manor Care Hotels.

The Choice Picks food court concept and K-Minus catering concept also were first tested at these company-owned properties before being brought out into the Choice franchising community.

"Because we are operators of hotels, in addition to franchisors, we recognize the needs of operators and understand what will work best in their properties," said Chris Papas, vice president of food and beverage for Manor Care Hotels.

Papas, the mastermind behind the company's new food-and-beverage concepts, said he is looking at a concept for full-service hotels that takes the profit margins of a kiosk, but operates on a full-service basis.

The concept, which will be tested this summer, will allow for a regular hotel restaurant, with a 50 percent to 75 percent reduction in labor in the kitchen, Papas said. The menu in this new restaurant may use some well-known brand names for different food items, he added. This restaurant could be suited to provide three daily meals and may include room service, depending upon the needs of the particular hotel.

Industry rumors of Choice being up for sale are not true.

The Choice Picks concept, which is being utilized (as of press time) at three hotels, may be expanded to other places (i.e. universities) that have the need for this kind of food concept, Papas said. This is currently being investigated.

Sporting a new name

Manor Care Hotels, which will soon undergo a name change, also will continue to own some real estate, but will focus more heavily on just managing properties in the future, DiRico said.

"We're looking to possibly sell (some of the hotels) and keep the management contracts," he said. "There will be a combination of owning and managing. We will selectively look for good acquisition opportunities."

By functioning more as a manager for third-party owners, rather than owner/manager of Choice brands, Manor Care Hotels brings a background in all major forms of hotel structures—ownership, management and franchising, said Kevin Hanley, Manor Care Hotel's vice president of real estate and development.

"We feel we bring more to the table for owners and can provide a greater value as a manager for an owner," Hanley said.

There are plans for Manor Care Hotels to develop additional Sleep Inns and MainStay Suites, as well as having both brands franchised, DiRico said. Manor Care Hotels plans to have a total of 200 hotels of various Choice flags under management in the next five years, he added.

In addition to developing new brands, the upper-moderate Clarion brand is being revamped, said Joseph Lavin, Choice's senior vice president of new products. More of these hotels will feature the Choice Picks food courts as a way to have food-and-beverage operated more efficiently, Lavin said.

In terms of overall Choice expansion, the company is interested in acquiring small, regional chains abroad as a way to boost international growth, Landry said. This would move away from the company's philosophy of setting up master franchise agreements in foreign countries.

"I'm not sure if we will have master franchising in the future," Landry said.

The tax-free spin-off transaction of Choice will be completed in six to eight months. Although some industry rumors were circulating that Choice was for sale, Landry said they are not true. H&MM

people

▲ **John R. Karver was recently added to the brokerage staff of Hotel Partners Inc., Chicago.**

▲ **Jolly Hotels, New York, appointed Dorella Lazzarotto as director of international sales, based in Brussels, Belgium.**

▲ **Renée Lane was promoted from resident manager to executive assistant manager of the Harbor Court Hotel, Baltimore.** H&MM

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